

Approved For Release 2004/01/21 : CIA-RDP80M00165A000800060003-8

7 April 1977

MEMORANDUM FOR: See Distribution


SUBJECT : Harvard University's Program  
for Senior Managers in Government

1. On 29 March Professor Joseph Bower of the Graduate School of Business Administration at Harvard University wrote the DDCI seeking applications for the 31 July - 19 August Program for Senior Managers in Government. The Executive Secretariat sent a copy of this correspondence to the Director of Training to develop an appropriate response for the DDCI.

2. The letter from Professor Bower was summarized in the Director's Daily Journal on 4 April and the DCI noted in the margin of his copy of the Journal the following:

"I'm inclined to use this course and (the) AMP as a window to (the) business world."

3. The DCI's note is being passed on to you for guidance.

  
Deputy Executive Secretary

STAT

Attachment

## Distribution:

DDCI  
DDA  
D/Training  
Asst/DCI(Public Affairs)

## Internal Distribution:

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HARVARD UNIVERSITY

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

GEORGE F. BAKER FOUNDATION

OFFICE OF THE DEAN

SOLDIERS FIELD

BOSTON, MASSACHUSETTS 02163

March 30, 1977

Admiral Stansfield Turner  
Director  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Stan:

My purpose in writing is to enlist your support for a new Harvard enterprise. Last year, the University initiated a program of midcareer education designed for experienced executives who hold positions of major responsibility in the public sector. Sponsored jointly by the Harvard Graduate School of Business Administration and the John F. Kennedy School of Government, the Program for Senior Managers in Government seeks to further the development of effective managerial attitudes and abilities. As a means of recruiting outstanding participants for this three-week Program, I am writing to you personally to ask for your help in this effort, for we need high-level support in order to achieve our goals.

The Program for Senior Managers in Government represents our belief that the value of management training in government is sufficiently great that the time of top-caliber senior executives will be released for such purposes, even in this busy administration. As described in the enclosed brochure, the Program emphasizes the development of a framework for systematically studying and resolving the key problems that face executives in the public sector within its complex constitutional and political context. Its curriculum is conceived in terms of five related core areas which are developed as overlapping views of the same managerial problems: the systematic analysis of large complex problems in their political context; the legislative and political process; managing the formulation of organizational purpose and resource allocation; building and using systems for measurement, evaluation, and control; and administrative practice. The faculty for this Program is comprised of some of the most talented members of the Schools of Business and Government.

We hope that you will find the Program of interest and that you will assist us by identifying one or more key people whom you feel would benefit by being with us this August. Although we are especially interested in high-ranking experienced executives, it is also important that the person chosen be truly talented. We believe that the curriculum we have put together will make a major contribution to the participants. But our experience also tells us that the caliber of the participation in the Program is equally important to the Program's success. Indeed, last year's participants and faculty were very enthusiastic in their support of the Program,

Admiral Stansfield-Turner

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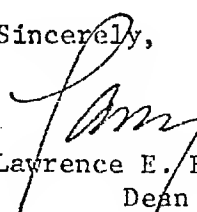
March 30, 1977

and many of them emphasized the contribution made by high-quality participants.

In particular, we are seeking applications from individuals in positions of high responsibility in the Federal government; from the executive departments and agencies, from the staffs of the White House, the OMB and other parts of the Executive Office of the President; from two or three leading members of the staffs of important congressional committees; a representation from executives in state and local government; and from a small number of executives from business whose areas of responsibility relate to government. The experience of all these people working together in a tough, well-designed program should be extremely valuable.

Please let me know if we can provide you with further information on the Program. We will be happy to answer any questions and look forward to hearing from you.

Sincerely,

  
Lawrence E. Fouraker  
Dean

LEF: gk  
Enclosure

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19 APR 1977

77 899/3

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence

FROM: John F. Blake  
Deputy Director for Administration

SUBJECT: Harvard University Management Courses

1. Action Requested: A letter for your signature is attached accepting Dean Fouraker's invitation to send a CIA officer to attend Harvard's Program for Senior Managers in Government from 31 July - 19 August 1977. This memorandum also seeks your approval to continue to send small numbers of CIA personnel to Harvard's Program for Management Development (PMD), but, based upon CIA's experience, not to the senior Advanced Management Program (AMP).

2. Background: In addition to the invitation to you from Dean Fouraker, the DDCI received a similar invitation from Professor Joseph Bower.

a. The description of the course suggests that much of its content would have relevance to CIA management issues. On the other hand, we have found these short courses to be quite expensive, particularly when viewed against current budget restraints. Accordingly, we would like to respond affirmatively to Harvard's invitation by sending one well-selected individual and, after attendance, to make a careful evaluation of the benefits of the program in the light of its cost before undertaking any further commitment.

b. Until 1974, CIA participated in both the ANP and the PMD. Agency participation in both courses (as well as similar courses in other universities) was reviewed carefully and cut back. The courses' content is heavily slanted toward business problems, and their application

SUBJECT: Harvard University Management Courses

to intelligence work and to management of CIA was deemed marginal. Accordingly, we are now sending one or two officers each year to the PMD and have dropped participation in the AMP completely. The four-month PMD now costs about \$3,900 per attendee and the three and one-half month AMP is approximately \$10,000.

3. Recommendation: That you sign the letter to Dean Fouraker accepting his invitation; that you approve continuing participation in the PMD not to exceed two individuals a year; and that you approve our nonparticipation in the AMP.

/s/John F. Blake  
John F. Blake

Att.

APPROVED:

Director of Central Intelligence

DISAPPROVED:

Director of Central Intelligence

DATE: \_\_\_\_\_

77-899/2A

Dear Larry,

Thank you for your letter of 30 March inviting CIA participation in your Program for Senior Managers in Government. The description contained in your letter sounds as if the course will go far to help individuals bridge the gap between the worlds of business and government.

We are currently undertaking a competitive selection process in CIA which will identify one well-qualified nominee to the Program. You can be assured that our participant will make a solid contribution to the common learning process of this new program. Upon completion of the selection process, you will be hearing from the Chairman of our Training Selection Board.

As my deputy, Hank Knoche, received a similar invitation from Professor Joe Bower, this response will cover both letters of invitation.

Yours,

STANSFIELD TURNER  
Admiral, U.S. Navy

Dr. Lawrence E. Fouraker  
Dean  
Graduate School of Business  
Administration  
Harvard University  
Soldiers Field  
Boston, Massachusetts 02163

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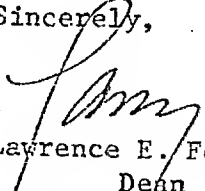
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Please let me know if we can provide you with further information on the Program. We will be happy to answer any questions and look forward to hearing from you.

Sincerely,

  
Lawrence E. Fouraker  
Dean

LEF:gk  
Enclosure

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This procedure  
won't do - A personal  
"Dear Stan" letter  
30 Mar reaches  
me on 1 May -

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